

The  
YEAR TO COME  
*and the*  
YEAR GONE BY

*Containing the Inaugural Address of  
President Henry W. Morgan and the  
Annual Report of Secretary Roland  
B. Woodward, given at the Annual  
Meeting of the Rochester Chamber  
of Commerce, January 22nd, 1912*

1911-1912

The  
ROCHESTER  
CHAMBER of COMMERCE

## WHY I SHOULD BE A MEMBER OF THE CHAMBER

Membership  
Widens  
Acquaintance

The  
Summer  
Illumination

**A**NY man engaged in any commercial activity in our community cannot afford to stay out of the Chamber of Commerce. The Chamber is taking active part in all live subjects that tend to the success of business enterprises, and also those subjects that are vital to the interests and welfare of the community. To mingle with the members, and discuss these topics alone is worth many times the annual dues. Success in commercial life to-day depends in a measure on the good impression we make, and our standing in the community. Where can one make better and a greater number of business friends than by his acquaintance with the eight hundred members of this Chamber? Enjoying with others the benefits that come to all through the Chamber is a privilege.

**C** During the summer months, when the business section of our city was illuminated with the gorgeous electric canopies, who in Rochester did not enjoy this display? When you with your out-of-town friend walked through the business section, and heard the unbounded praise for Rochester, and heard the out-of-town visitor marvel at the gorgeous illumination, and ask how it all happened, wasn't it worth something when you replied, "Just one of the many features made possible through the Chamber of Commerce." Of course you added to this remark, "Yes, I belong to the Chamber." This is but a single incident of the many things that are going on in the Chamber of Commerce, not only for a more prosperous commercial life among us, but for our general welfare. When the bachelor went to pay his school tax he grumbled, and said, "Why should I pay a school tax?" The reply was, "You are merely helping yourself to live in a more intelligent community." Look at the little booklet issued by the Chamber, "The City of Varied Industries," it gives concise and complete information about almost everything you wish to know about commercial Rochester, made possible only by the co-operation of the eight hundred members of your Association.

**C** It would seem to your President that the Chamber should continue the policy and scope of its work so ably carried on last year under President Albert B. Eastwood.

## THE CHAMBER'S POLICY

WORK in this line, as started last year in this Chamber, should be pushed vigorously. Great attention was attracted by the Apple Show and Fruit Dinner given by the Chamber with only a few days' preparation. Facts brought out at that time made it seem that we, the consumers, were not awake to the natural resources and advantages of our fruit industry. We as citizens, at least, are not eating the best that can be raised in this section. Scientific treatment and education on the part of the citizens to expect the best that is grown in this section will develop the fruit industry wonderfully. It will be a source of greater profit to the growers and dealers, and a satisfaction to the consumer.

Agricultural  
and  
Horticultural

11. We have heard much of the apple section of the Hood River in Oregon. President Brown of the New York Central, recently stated that five stations on the New York Central Line, near Rochester, shipped more apples in one year than the entire States of Oregon and Washington combined. Michigan and Kansas are putting forth great effort to develop their fruit sections. We hope to show the world that we grow not only the greatest quantity but the best quality fruits, in this section, and that we have learned how to eat them.

Fire  
Prevention

THE work of Fire Prevention carried on by the Chamber should be continued until every citizen of our good city learns that it is within his power to protect his own property from being destroyed by fire. Then at such time we will be comparatively free from the conflagrations that lay waste thousands of dollars in values. Citizens will then be in a position to ask rates and conditions of insurance in keeping with their own efforts to protect their own property. The result of this work must of necessity come slowly. Beginning with the children in our houses and schools we must persistently teach them to baffle our friendly enemy the fire.

11. Just one word about Smoke Prevention, not Smoke Consumption. We trust that you will all read carefully the little pamphlet that is about to be issued by the Chamber on this subject.

## TWO "PREVENTIONS"

### Smoke Prevention

**C** Four years ago, I was a guest of one of the officers of the Pillsbury Milling Company of Minneapolis, Minn. In riding about the city, we saw a cloud of smoke that nearly covered one portion of the city. It was a more dense smoke and covered a greater area than any I have ever seen in Rochester. I asked my friend where all that smoke came from. He seemed a little irritated at the question, and replied, "That smoke comes from our mills. Our company is making thirty-five thousand barrels of flour every day. If the people expect to eat bread they must put up with the smoke, as it cannot be stopped." He said it in such a way that I turned my attention to the beautiful gorge of the Mississippi River. Last summer, I was again a guest of the President of the Pillsbury Milling Company in Minneapolis. Again we drove about the city. We stopped at the great power plant of this concern, the new one less than a year old. He pointed with pride to the huge stack, and said, "There has never been an atom of smoke issuing from that stack." I replied, "How about the thirty-five thousand barrels of flour, and the people eating bread?" He replied, "We concluded that we could not afford to smoke, and also that we did not want to, and the DID NOT WANT TO stopped it." This concern burns an enormous quantity of Illinois Soft Coal, which is more smoky than the soft coal burned in this section.

**C** Gentlemen—If you were reading by the light of a kerosene lamp, and it smoked, you would stop it because it would bother you. You have shown by your enterprise in many undertakings that you can accomplish what you set out to do. The Smoke Problem is a very simple one. If you wish to abate the Smoke Nuisance you will do it.

**T**HE Genesee River, from its source to its mouth, is one of the most beautiful, and could be made one of the most useful in the country. It is to-day one of the most neglected. Every foot of that river is beautiful, every foot of it has wonderful commercial possibilities. We scarcely see it, and we do not realize its commercial value.

**C** On January 6th, this year, the Chamber wrote Mr. John D. Moore, Conservation Commissioner of the State of New York at Albany, explaining the position

## THE GENESEE RIVER

of the Rochester Chamber of Commerce on the utilization of Genesee River as regards the storage dam at Portage. Every member of this Chamber, and every citizen of Rochester should read that statement by the Chamber of Commerce. The building of the dam as outlined, and under the conditions as expressed, would first relieve Rochester and the Genesee Valley of the annual flood which covers the valley and threatens Rochester every year. It would furnish an even supply of water which would keep the river bed clean and wholesome, creating a beautiful picture at each waterfall. The improved Genesee would be second only to Niagara. It would give an even depth of water both at the southern part of the city and through the lower gorge, one of the handsomest gorges in existence.

**C.** It would redeem thirty thousand acres of the most fertile soil to be found in the world in the upper Genesee Valley, which is now flooded every year. On this alone millions of dollars of products of the soil would be added to our wealth and prosperity, as there is nothing in this climate that cannot be raised abundantly in the Genesee Valley. It would double the population and prosperity of this valley more quickly than any other force can do.

**C.** It would furnish a power equal to forty thousand horse power, to be used in the enterprises of *Rochester and the Genesee Valley*. In other words, the construction of such a dam would make Rochester and its surroundings more beautiful, more healthful, more prosperous, give us better pleasure resorts, run the wheels of our factories, light our streets and houses, and carry us home in street cars and electric vehicles.

**C.** At the last Annual Dinner of the Chamber Hon. Joseph M. Carey, Governor of Wyoming, in his remarks stated that in their community in Wyoming they wished to increase their production of potatoes and wheat, and incidentally mentioned, as though it were a trifling thing, the fact that they had built a dam two hundred and ten feet high in one of the streams of that State, in order to raise a few more potatoes and a little heavier crop of wheat. It seems that they did not talk about it for years and years, but simply built the dam. It is a sparsely settled State with scarcely more inhabitants in the entire State than there are in the Genesee Valley.

The  
Portage  
Dam

## A REGULATED WATER FLOW

To  
Double the  
Population  
and  
Prosperity  
of the  
Genesee  
Valley

Conventions

Industrial  
Development

**C**I wonder what they would do if they had a river that offered the advantages of the Genesee?

**C**When are we going to avail ourselves of the wonderful advantages that we are wasting?

**T**HE Genesee River does not stop even at the marvelous advantages stated above, but furnishes the means of a great harbor at our northern boundary as it enters Lake Ontario.

**C**The reason for this harbor being improved, the amount of commerce coming into and going out of this harbor, and the enormous tonnage that would be added if the harbor were improved is ably expressed in the report of the Lower River and Harbor Committee of the Chamber of Commerce submitted by Chairman Barnard of that committee at a recent meeting of the trustees. Every member should read that report. There are a great many advantages for Rochester both for pleasure and commerce in the Lower Harbor. We hope that the Chamber will push this project so vigorously that we may see a REAL ROCHESTER HARBOR at the mouth of the Genesee in the near future.

**C**The Barge Canal Harbor in the Genesee will also be of benefit to Rochester.

**N**OTHING advertises a city or helps the commercial life more than desirable conventions. We should invite such conventions to come to Rochester as will be mutually beneficial to those attending the conventions, and to our own business men and citizens generally.

**T**HREE are many conditions and natural advantages that induce new industries to locate here. Rochester, with its varied industries and high class craftsmen, is known as the "City of Homes." In bringing new industries to Rochester it should be our aim to maintain the high standard, and quality should be considered rather than quantity.

**C**Our first duty, however, is to render constructive assistance to industries now established in Rochester. Not in financing them as a Chamber, but in encouraging the establishing in Rochester of such other industries as will assist and not hinder those already here.

## STREET CAR SURVEY

Greater  
Rochester

**T**HREE is need of a comprehensive survey of our street car system by competent experts for future development, in order that proper transportation facilities may be furnished our industrial workers in the large factory districts. An example of such a need in the past is furnished in the western portion of our city at present where large industrial plants have grown up rapidly, and the transportation facilities are inadequate. Such mistakes are serious hindrances to our industrial development. A street car survey should have been made prior to the building of this great industrial district, and the street car system mapped out for future growth. We should avoid such mistakes in the future, and start now for the development of Greater Rochester.

**C**Another reason for such a survey exists in the fact that our city is growing rapidly. We desire the best class of citizens and the best living conditions. It is not desirable to build up crowded tenements. In every direction around our city there is fertile land, fresh air, and conditions exactly suited for individual homes. It is sometimes stated that it costs less to heat a tenement, sandwiched in between two brick walls, than a single house. On the other hand, a fifty foot square, well cultivated garden will not only pay for all the coal necessary to heat the house the entire year, but furnish exhilarating occupation for leisure moments, and wholesome vegetables and fruits for the household. To develop a city of this character, where every man becomes a representative citizen, and many of them property owners, requires adequate transportation facilities.

Developing  
The  
Suburbs

**C**These conditions can only be brought about by proper, adequate, and systematic transportation service extending outward in all directions. The great railroad president, James G. Hill, once said, "Railways build in advance of population." Could this not be applied practically and profitably to Rochester for its street railway service?

**C**Mr. Edward G. Miner, during his term as President of this Chamber, advocated a survey of our street car system, and needs for future growth. This should be taken up at once.

The  
City  
Plan  
for  
Rochester

**R**OCHESTER is growing rapidly. In a few years it will be a much larger city. It is more economical to plan for the future now than it will be hereafter. We should have the best city that we know how to build, and should start at once for its greater future development.

**C**In two years San Francisco spent four hundred million dollars to rebuild that city. It was a big undertaking, but they did it. There is only one way to do a thing, that is, TO DO IT. It would cost possibly two per cent of this amount to build the entire Civic Improvement Plan as suggested for Rochester through the Civic Improvement Committee of the Chamber of Commerce. This is worthy of careful consideration.

**C**All good citizens should unite in urging and encouraging our municipal authorities to give this matter their most serious attention, and to act as expeditiously as possible. Then we should stand by them. Note the change from "Prison Walls" to "Exposition Park." There is an example of what can be done.

**C**Every citizen in his individual capacity should do what he can to make the city attractive and prosperous. Every citizen is a city planner if he produces an attractive lawn, factory, or home.

**W**E are all very much interested in looking well, not only personally, but in business surroundings. It pays to look well. It is a business asset. Your factory, grocery, or bakery shop is your standing advertisement of your product within. A salesman would not start out with soiled linen, a dirty face and muddy shoes, because his appearance would act against him, not in an aesthetic way, but in a business way, "hard cash." So it is with our place of business.

**C**The factory building in the early days stood out to the sidewalk line. The corner grocery in the residential district, standing out fifty feet in front of the adjoining residences, depreciates in value the surrounding property. These are not essential to business prosperity and commercialism. If the corner grocery in the residential section were set back on a line with the houses, with grass, trees and shrubbery, conforming to

## THE VALUE OF APPEARANCE

the surrounding neighborhood, "it would not be a commercial necessity that depreciates all property in its immediate vicinity." In building the future business establishments it would be well if we could learn that it is not necessary to crush out the symmetrical, beautiful, and artistic in order to be commercially successful. Suppose every factory built in the early days, and those to be built in the future, should be set back from the street, a few feet only, the building covered with vines, a little lawn, and a tree or two in front, not only would our parks, boulevards, and residential streets be the talk of the country, as they are to-day, but the factory and business district would be equally beautiful. This in itself would be a money making proposition.

**C.** The manufacturer who started in business a quarter of a century ago, now buys a picture, an oil painting. He points with pride to the picture to show that commercialism has not shut out of his life that which is artistic. It is not a real Rembrandt, Millet, or any of the Old Masters; it is a copy of "The Old Mill." Commercialism is engraven in his nature, and something useful must be depicted in the picture. It is not the mill, but the setting that is beautiful, the elm tree in the rear, the vine on the building, and the strip of grass in front, that really attracts him. A small strip of land when he built the mill, a tree from the nursery at fifty cents, and ten cents worth of grass seed would have given him the living picture for a quarter of a century, and would have been enjoyed by every citizen as well as himself.

**C.** Let us build for the future, build for commercial prosperity, build our city commercially substantial, and commercially beautiful.

### *Members of the Chamber of Commerce:*

**C.** Do something the coming year, that you have not done, to promote the Chamber's prosperity and efficiency.

**C.** Retailers get together. Wholesalers, Manufacturers, attend the committee meetings; be sure you are on one of the committees; come up to lunch; be social; and help promote the general prosperity. **LET US GET TOGETHER AND WORK TOGETHER.**

The  
New Idea  
in  
Factory  
Design

The  
Real  
Message

## THE SECRETARY'S REPORT

### A General Summary

To the Officers, Board of Trustees, and Members of the Rochester Chamber of Commerce:

IT is my purpose, in each annual report, to give a bird's-eye view of the activities of this organization during the preceding year. A detailed account would interest no one and would shed very little light either upon the value of the work accomplished, or deductions to be drawn for our guidance in the year to come.

¶ The chief energies of the Chamber during the year 1911 have been concentrated on what is the very heart of the Chamber's activity—successful committee effort. Owing to the illness of the Secretary in January and February, 1911, the President was unavoidably prevented from early appointment of his committees, and a consequent slowness in getting many of the activities of the Chamber under way, with the result that the work was carried on more forcefully and persistently during the early Summer months. This handicap, however, was largely overcome by the zeal with which particular lines of effort were followed, the President actively devoting a very large part of his own time to the actual work within these offices. Twenty-nine regular committees were appointed, with a total of about three hundred and fifty men, after the most painstaking effort to make these committees as well chosen and serviceable as possible. Several special committees were appointed during the year, making the total thirty-five committees in all, and the total number engaged in active work, including Officers and Trustees, about 60% of our entire membership.

¶ The exceptionally good work done by many committees has been pointed out by President Eastwood during the year. Some committees have been inactive, due to the fact that chairmen have been so engrossed with other matters as to make their contribution of time to the Chamber's work very limited. Other committees have been inactive because the purpose for which they were appointed did not develop as we expected during the year, or their work was deferred because of reasons which made it wise to defer it.

## FIRE PREVENTION CAMPAIGN

**C.** It is well nigh impossible for any man to pick out the most important things in the Chamber's effort for the year. Some achievement that has seemed of vast importance will fade away into nothing, while some work that has seemed of little value will grow and prove to men that they never know the far-reaching effect of the forces they set in motion. The average member is likely to pronounce most effective that phase of the Chamber's work which has secured the greatest measure of publicity. This will apply, during the year 1911, especially to the campaign for Fire Prevention, suggested by the Credit Men's Association, initiated by President Eastwood, ably supported by the Fire Prevention Committee, and materially aided by the clear and concise writing of Assistant Secretary Ralph Barstow.

The  
Men

**C.** This Chamber has set a high standard in this campaign. 13,000 copies of the booklet, "Prevention of Fire," were not only printed but sold throughout the entire United States, and some abroad. The press of the country responded enthusiastically to this unique effort, and Rochester and its Chamber received, in editorial columns and news items, a credit that could not have been purchased with all the money spent on the total Chamber activities. The net result in Rochester is a deep and lasting impression which, with continued effort, will eventually have a marked and permanent effect upon our fire losses.

The  
Booklets

**C.** One achievement of the year has given me especial pleasure, for it proved the irresistible power of public opinion when directed by an organization of this character to a useful end. Monroe County has always been anti-Canal, but when the Chamber grasped the idea that it would be beneficial to Rochester to put over the Barge Canal Terminal proposition, at the request of the Chamber everybody co-operated—both political parties, the municipal authorities and good citizens generally. To-day Rochester and the Chamber justly claim credit for making the \$101,000,000 spent on the Barge Canal of some use to the citizens of the State, by providing terminal facilities,—for, a canal without terminal facilities would be like a railroad without sidetracks, stations and depots.

Barge  
Harbor  
Canal

## SOME COMMITTEE WORK

**C** It would be unfair not to mention the painstaking and persistent effort of the Industrial Development Committee under Mr. John C. Parker, the Smoke Abatement Committee under Mr. Henry W. Morgan, the Public Health Committee under Dr. C. R. Sumner, the Upper River Improvement Committee under the temporary Chairmanship of President Eastwood, the Good Roads Committee under Vice-Chairman Frank J. Schwalb, Convention Committee under Chairman John D. Lynn, and the Barge Canal and Canal Harbor Committee under City Engineer Edwin A. Fisher.

**C** There are few conspicuous things to be named as having been achieved by these various committees, and yet their activities have been well directed, and many things to which little publicity has been given have been effectually accomplished.

**C** The Retail Trade Committee under Chairman Howard A. Barrows, made possible, with the co-operation of many other members of the Chamber, the Summer Trade Illumination, of which the President has spoken.

**C** The Committee on Affairs, under the chairmanship of Dr. Rush Rhees, has given wise and careful consideration to every case referred to it by the Officers of the Chamber, and this Chamber has spoken with dignity and effectiveness on such matters as it had a right to speak.

**C** The greatest gain that the Chamber has made during the year is not in specific things, to which attention could be called at this time, but in the feeling of solidarity and friendship and co-operative effort developed among the membership, increasing the knowledge of the rank and file of the work with which the Officers are charged, and making possible the accomplishment of greater tasks during the year 1912.

**C** It is a significant fact that though the Chamber has passed through two very marked changes—namely, putting the entire membership upon a purely personal basis, and increasing the dues from \$20.00 to \$30.00, the membership has actually made a gain of two during the year 1911. We had on our books January 1st, 1911, 775; the books for December 31st, 1911, showed 777 members. This in spite of the fact that we have had

### The Illumination

### The Membership

## THE MEMBERSHIP REPORT

during the year an unusual number of deaths. Even though the Chamber had sustained a considerable loss in its membership, due to the two changes mentioned above, I am convinced that it would have been entirely justified. As our membership stands to-day there is a direct appeal to 777 men, and in the last analysis a voluntarily co-operative association must appeal to individuals. You do not get enthusiasm and efficiency devoted to the service of the community from corporations or firms or associations, but from men in whom can be cultivated the spirit of civic pride.

**C** One of the marked increases in the Chamber's efficiency during the year 1912 has been the result, in my judgment, of a strict adherence to the Officers' conception of this organization. The line of authority is clearly marked: out of the Board of Trustees, which is our governing body and Court of Last Resort, stand the Officers who are charged with the direction of the affairs of the Corporation; at the head of the Officers stands the President, whose duty it is to originate, select and initiate the policies which shall govern the organization during his administration. It is then the duty of the Secretary to secure the active aid of the membership and set the machinery in motion to carry out the President's purposes. The Secretary's Assistants are the instruments which he must use to carry into effect the purposes and determinations of the various committees charged with these duties. It is this unity and efficiency within the Chamber during the past two years that has marked the success of its activities.

**C** I am pleased to report that out of a total of \$22,054.86, put on the books of the Chamber for dues from the members of this organization for the year 1911, only \$121.67 remains unpaid to-day. We have lost, from bad debts in membership dues during 1911, \$386.66. This is a remarkable showing, and I do not believe can be duplicated in any commercial organization in the United States, knowing what I do of the collection of dues in Chambers of Commerce elsewhere. It speaks for itself, and the interest and loyalty of the members of this organization. Out of this office have gone 83,436 pieces of mail during 1911, summarized as follows:

|                             |           |           |
|-----------------------------|-----------|-----------|
| 47968—2 cent letters,       | - - - - - | \$959.36  |
| 27598—1 cent letters,       | - - - - - | 275.98    |
| 7870—Booklets and packages, | - - - - - | 306.51    |
| 83436—Pieces of mail,       | - - - - - | \$1541.85 |

A  
Good  
Showing

Finance

## INTIMATE DETAILS

### Cost of Work

**C** It is a fixed purpose of the Officers of the Chamber to make its various enterprises as nearly self-supporting as possible, so that the moneys received from dues may be used for the work of supervision and that miscellaneous host of things on which there can be made no direct appeal, but which need to be done if the Chamber is to fulfill its responsibilities. Into this category of self-supporting projects must be placed—all dinners conducted by the Chamber, the Summer Illumination, the convention activities, and we ultimately hope, the Lunch Room.

**C** An analysis of the disbursements under the head of Chamber Expenses will illustrate clearly to any member the costs of carrying on Fire Prevention, Smoke Abatement, Industrial Development, Water Storage, Barge Canal and other activities. Then too, the Chamber is obliged, from time to time, to entertain distinguished visitors to the city, in order to sustain the reputation and prestige of Rochester.

### A Housing Survey

**C** The annual receipts of the Chamber are to-day inadequate to carry on the work which should be done and done at once. We should have a survey made, under the direction of the Industrial Development Committee, of the possibilities of Rochester's industries. The Chamber of Commerce of Boston has recently secured a fund of \$500,000 from its business men, for the work of its Committee on Industrial Development. James J. Storrow, one of Boston's biggest bankers, is leading in this enterprise.

**C** The Chamber of Commerce should make an accurate and thorough-going survey of the housing conditions in Rochester, as they affect its industrial and mercantile life. One of the greatest difficulties in our work is the securing of accurate information regarding our own city. We have carried it on up to the limit of the force employed for that purpose. The Chamber needs a greater annual revenue, and this, so far as I can judge, can be accomplished in one of two ways—or, perhaps in both of two ways.

## IMPORTANT RECOMMENDATIONS

New  
Members

¶ First, by materially increasing the membership. There are in Rochester at least 1,000 or 1,200 men who belong in this organization, and who should have a part in the work which it has set out to do. This would mean an increase of \$6,000 or \$8,000 a year in our receipts, as well as the added strength of these new members.

¶ The second way is by securing contributing members who should pay to the Chamber \$100 to \$500 per year because they derive that amount of good from its efforts, and believe to that extent in its work.

¶ The Chamber of Commerce of Boston has 2,400 members; Detroit has 2,400 members; Cleveland has about 2,000 members. They have splendidly equipped buildings of their own. This Chamber is second to none of them in its efficiency, and it should have the means with which to carry on its increasing activities. Rochester cannot afford to lag in this work, in which it has achieved such an enviable reputation.

¶ There is one fact that is impressed upon my mind after nearly three years' service as Secretary, and that is—that this is a Chamber of Commerce, and its primary duty and first responsibility is to foster the trade and commerce of the City of Rochester. In order to foster that trade and commerce we may interest ourselves in parks and playgrounds, in juvenile courts, in a beautiful and intelligent plan for the development of our city, in the public health and its relations to efficiency, and many other things, but we must not forget or allow the people to forget, that our primary responsibility is to members. It is upon commerce that the entire life of the city, in its education and aesthetic and social and religious aspect depends, and we need to foster with great care those things which make possible our entire human welfare.

¶ We need not concern ourselves seriously with who receives the credit for work done. A light which shines so brightly throughout the entire land, cannot be hidden in Rochester, and our only concern should be to render the wisest and most efficient service that we can to the cause in which we are all engaged—namely, to make this the finest and the best and the most worth while city in the land.

What  
the  
Chamber  
May Do  

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The  
Certificate  
of  
Incorporation

*B*





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